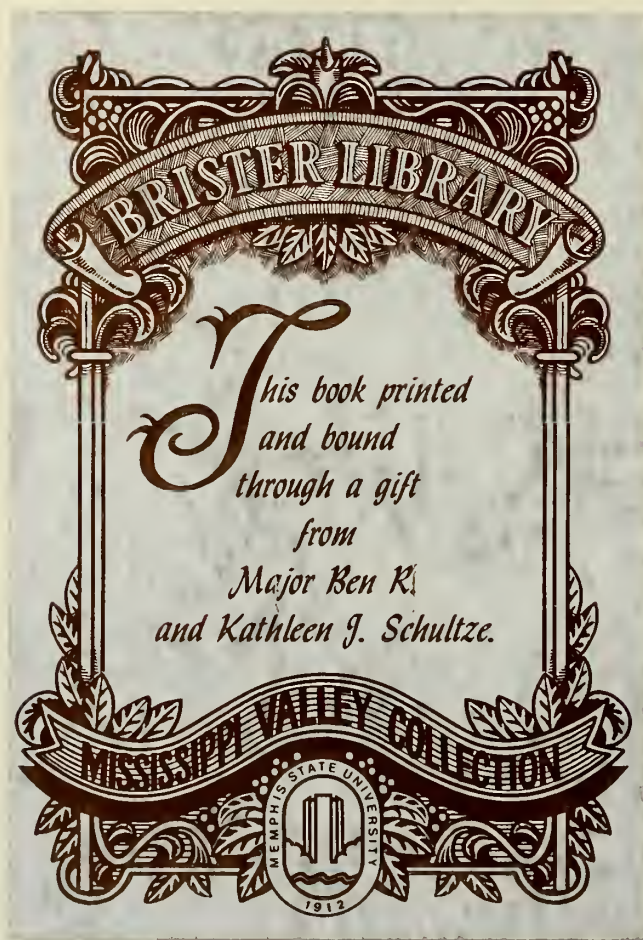


ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY
INTERVIEW WITH
J. ED CAMPBELL

BY - CHARLES W. CRAWFORD
ORAL HISTORY RESEARCH OFFICE
MEMPHIS STATE UNIVERSITY



BRISTER LIBRARY

*This book printed
and bound
through a gift
from*

*Major Ben K.
and Kathleen J. Schultze.*

MISSISSIPPI VALLEY COLLECTION



26085 694

OHT 6/23/92



**MEMPHIS STATE UNIVERSITY
LIBRARIES**

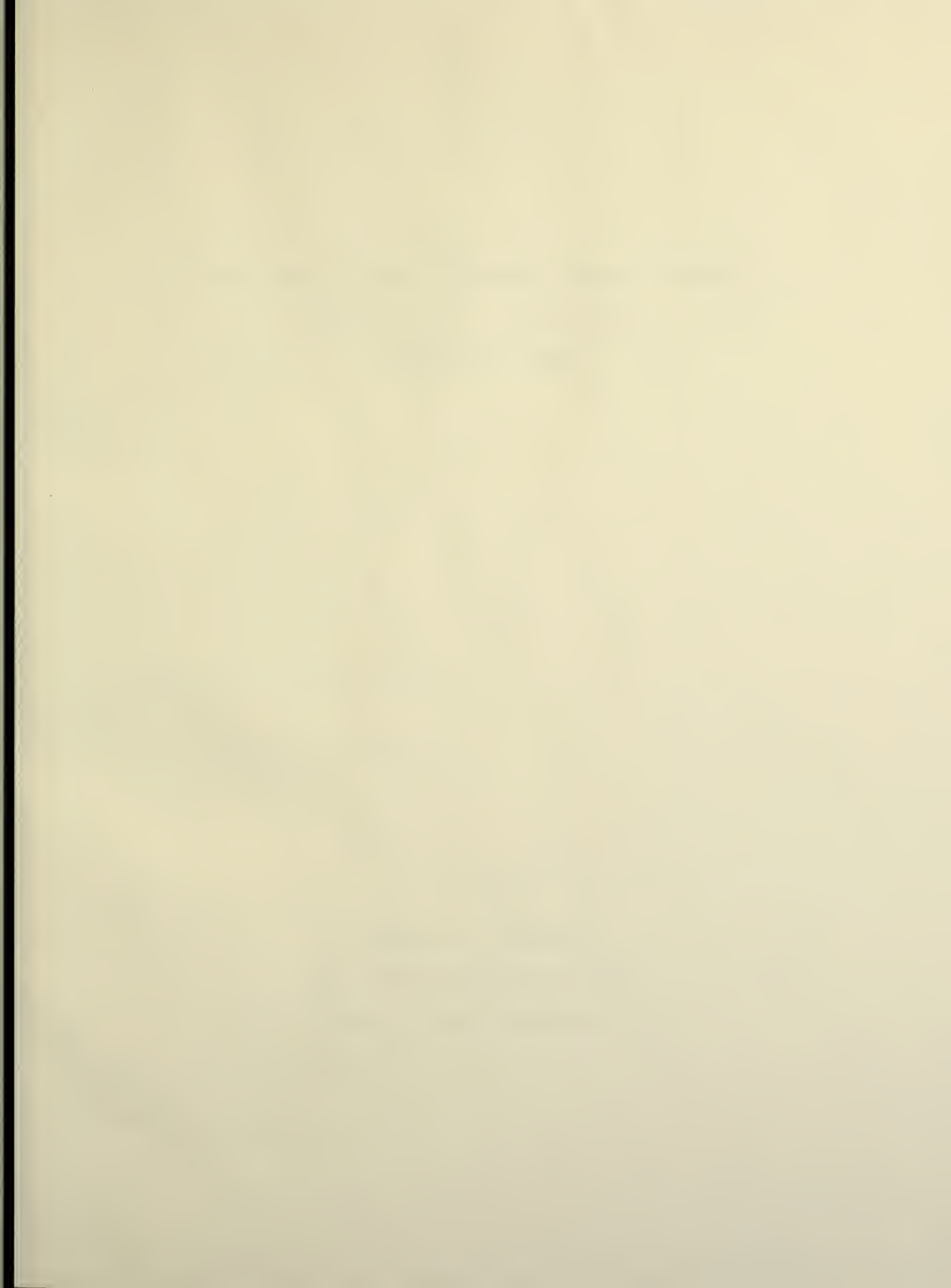
MVC
TC
425
T2
C345x
1969


UNIVERSITY OF MEMPHIS LIBRARIES



3 2109 00699 6350







Digitized by the Internet Archive
in 2012 with funding from
LYRASIS Members and Sloan Foundation

<http://archive.org/details/oralhistoryoften00camp>

ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY

INTERVIEW WITH J. ED CAMPBELL

DECEMBER 11, 1969

BY CHARLES W. CRAWFORD

ORAL HISTORY RESEARCH OFFICE

MEMPHIS STATE UNIVERSITY



MEMPHIS STATE UNIVERSITY
ORAL HISTORY RESEARCH OFFICE

I hereby release all right, title, or interest in and to
all or any part of my tape-recorded memoirs to the Mississippi
Valley Archives of the John Willard Brister Library of Memphis
State University, subject to the following stipulations:

PLACE Knopville, Tenn

DATE December 11, 1969

x J. Ed Campbell
(Interviewee) J. Ed Campbell
Charles W. Crawford
(For the Mississippi Valley Archives
of the John Willard Brister Library
of Memphis State University)



THIS IS MEMPHIS STATE UNIVERSITY ORAL HISTORY RESEARCH OFFICE PROJECT
AN ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY. THE DATE IS DECEMBER
11, 1969. THE PLACE IS THE NEW SPRANKLE BUILDING, TVA BUILDING, IN KNOXVILLE.
THE INTERVIEW IS WITH MR. J. ED CAMPBELL, FORMERLY WITH THE TENNESSEE
VALLEY AUTHORITY AND NOW RETIRED. THE INTERVIEW IS BY DR. CHARLES W.
CRAWFORD OF THE ORAL HISTORY RESEARCH OFFICE OF MEMPHIS STATE UNIVERSITY.

DR. CRAWFORD: Mr. Campbell, I suggest that we start the interview by getting
some facts about your early life, your education, and your experience before
joining TVA. Then we will go ahead into your experiences with the Authority.

MR. CAMPBELL: I was born in Meigs County, Tennessee. I moved to Rhea County
in 1900. My father owned and published a newspaper in Decatur, Tennessee
while we lived in Meigs County and he also published a newspaper in Dayton,
Tennessee. We came to Knoxville in 1912, primarily for the purpose of having
the children go to the University. There were four children at that
particular time that were not married. One older sister was married. When
my father came to Knoxville he became associated again in the newspaper
business with the old Knoxville Sentinel. That was prior to its consolida-
tion with the Knoxville News, which was then a Scripps-Howard paper, and
became the Knoxville News Sentinel. I had graduated from the Rhea County
High School in Dayton, Tennessee, and fully intended to attend the university.

When I came to Knoxville I was employed by a very large manu-
facturing plant in the city. Because of the progress that I was making there
and the fact that I enjoyed my work very much, I decided to postpone entering
the University for a year. The further along I went, I continued to postpone
with the result that I was with that company for a period of approximately
ten years. When I left, I was Vice President and Treasurer. As a result,

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF THE HISTORY OF ARTS

RECEIVED

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

1968

MR. CAMPBELL: I never did go to the University. I did some studying in specialized (Cont'd.)

fields of auditing and accounting.

I went to Chicago in 1921, and became associated with a truck assembly plant and in trying to work out some of its problems we entered into an arrangement with the corporation which assembled and sold taxi cabs. We assembled chassis for attachment to cab bodies made in another plant. This mutual beneficial arrangement resulted in a substantial increase in the company. A new corporation was formed pursuant to agreements worked out with two financial organizations in New York. I was named President of the new company. We bought and began operations in two idle plants in Michigan which enabled a marked increase in production and delivery of cabs. I remained with the company until 1925 when I returned to Knoxville. Upon my return to Knoxville I became associated with a real estate and mortgage banking company. In 1930-31, local banks were closing as they were over the country. Business was at a standstill. I went back to Chicago and went into the insurance business.

When TVA was created, from all I could find out about its program and objectives, the more interested I became in being associated with it. As a result, I applied for employment. I became associated with TVA in 1933--August. My experience with TVA has been quite varied. My first work was with the personnel division as an application examiner. The applications for work or positions had piled up tremendously during the short period since TVA was created in May, 1933. We needed to know and record the experiences and skills contained in these applications. There were five or six of us that were assigned the duty of examining these applications and recording the different experiences and skills that were set forth therein.

MR. CAMPBELL: Later I became Personnel Representative and handled the requests (Cont'd.)

for personnel for a number of divisions in TVA. This involved reviewing personnel record to find applicants with experience and other qualifications desired by the division concerned and requesting the applicants to come in for interviews. Then in February, 1935, I became Chief of the Community Management Section of the Social and Economic Division which later was made a part of the Personnel Division. That involved the management and operation of TVA towns and construction camps, including eating facilities, housing, recreation activities, etc., including the town of Norris. It also involved assisting in the removal of families from reservoirs that were being built.

On May 1, I was made administrator of the Tennessee Valley Associated Cooperatives, Incorporated. That was a Tennessee corporation that was created to accept and administer a grant of \$300,000 which one of the relief agencies in Washington had agreed to make to this corporation to assist in establishment of a number of small enterprises in the region in an effort to aid low income families. I was advised that Dr. A. E. Morgan, the then Chairman of the Board of TVA, had long had an interest in the welfare of particularly the mountain people in the Valley. Dr. Morgan's idea, I think, was that through these small enterprises the people could be encouraged to grow a variety of begetables and sell them as fresh vegetables when there was a market. If they couldn't be sold advantageously that way, they could can the remainder in the small canneries established under the fund.

The stock of this corporation was, as I recall, issued in the name of the United States, but the three Directors of the TVA were to administer the affairs of this state corporation. After the funds became available

MR. CAMPBELL: the services of a man from Philadelphia or thereabouts, were
(Cont'd.)

obtained, as I recall, to serve as an administrator. He helped to establish several small canneries. It seems he was not accustomed to working with the mountain people who generally were inexperienced in the business activities involved in the small enterprises. While he had aided in establishing some small cooperative enterprises, he apparently had found it increasingly difficult to maintain harmonious relations with those people. A change in the administration seemed desirable. I happened to be a native of the Valley, and to some extent knew its people. I was asked to take over this position of administrator of this corporation.

In order for TVA to pay the small administrative cost of handling this fund, a division called the Cooperative Research and Experiment Division was created and I was made Chief of that division. Its function was to carry on experiments, conduct various types of research in small cooperative enterprises, and things of that sort, which might be helpful to TVA in its broad program in the Valley. When TVA was created, or shortly thereafter, Mrs. Goodrich became Treasurer of TVA.

DR. CRAWFORD: What was her first name, Mr. Campbell?

MR. CAMPBELL: I cannot recall that, but she previously had been associated, I believe, with the National organization of Young Women's Christian Association in some important position. She was a capable person. It was her view, I was informed, that a part of her responsibilities and duties as Treasurer was to audit the invoices covering purchases and other things involving disbursement of funds. The Finance Division had an Auditing Branch to handle the auditing work. As a result there was some duplication of work, it seems, in the two offices' auditing. I believe that became increasingly a matter

MR. CAMPBELL: of concern. Following the departure of Mrs. Goodrich I was appointed (Cont'd.)

Treasurer of TVA, about November, 1937. Thereafter the Treasurer's office was recognized as being a part of the Finance Division. It was agreed that the primary auditing function would be done by the Auditing Section of that division. This arrangement served to eliminate the duplication. Additional changes in the operation of the Treasurer's Office were made. Handling the responsibilities and functions of that position after these changes were made became relatively routine.

Then there was found to be a need for a person with some experience on the field of property management and property handling. So in February, 1939, I think that was the date, I became Assistant to the Director of the Reservoir Property Management Department. Then in 1941, I became Assistant Director of that department. The Director became ill, so in 1945, again I think that was the date, I became Acting Director and a little later I became Director of the department. The name of the division was changed to Reservoir Properties Division in 1948. Even later in that year, the name was changed to the Division of Reservoir Properties. I continued as Director of that division until my retirement in 1960. That division in addition to numerous other responsibilities, was primarily responsible for the management and administration of all of the lands of TV^{..} surrounding the reservoirs. This division had taken over the responsibility for removal of families from the reservoirs. Prior to my retirement, TVA had several hundred thousand acres of land spread along ten thousand miles of shoreline. In buying land for the reservoirs, which was handled by another division, it became desirable from time to time to buy more than actually required in order to avoid a very uneconomic severance of a farm. Or maybe a roadway would be flooded that led to a farm. Well, rather than build new roads and perhaps bridges, and pay

MR. CAMPBELL: severance damages, it was more economical to buy the land.
(Cont'd.)

DR. CRAWFORD: Would you have saved money for TVA?

MR. CAMPBELL: That's right.

DR. CRAWFORD: By not buying the land?

MR. CAMPBELL: No, TVA would save money by doing what was done. By buying the land for reasons stated above that was somewhat in excess of the exact needs for flood control and the other primary functions of TVA savings were made. Prior to my retirement we began a study of our land holdings to determine the lands to be retained to serve the needs of TVA. The land that was found to be in excess of TVA's needs was to be declared surplus. State and local planning bodies were helpful in studies of surplus lands. Lands surplus to program needs were to be disposed of. We worked very closely with the state agencies to determine the best uses of the lands to serve the public interests and the region's economy. Much of the lands were transferred without cost to state and local public agencies for development of public parks. Many lands which were adjacent to U. S. Forest boundaries were made available to the U. S. Forest Service to be incorporated into the Forest boundaries. County parks were established in the same way. We would make land available to counties for parks and other public recreational uses. Back much earlier TVA worked closely in cooperation with the states in encouraging them to establish planning commissions both in the state and down through the local levels--cities and counties. Prior to TVA, so far as I can recall, there did not exist any planning agencies in the Valley states. As stated earlier, lands found surplus to such needs were sold from time to time at public auction. Maybe an industry of importance would be developed on the land. Such use contributed to the region's economy and provided employment. Some

MR. CAMPBELL: of the lands were divided into lots and sold for cabin sites.
(Cont'd.)

People would build a summer cabin on lots that we sub-divided and sold. We had authority under the Act to sell or transfer land for recreational purposes. In order to further the use of the shoreline land for boat docks and related uses lands were made available for such purposes to states or private auspices on the reservoirs.

DR. CRAWFORD: When did you start doing that, Mr. Campbell?

MR. CAMPBELL: Well, as a matter of fact, a boat dock was created on Norris Reservoir before the reservoir was quite finished. Others were established on Norris Reservoir and other reservoirs as the need developed.

DR. CRAWFORD: Was the purpose of that essentially recreation?

MR. CAMPBELL: That's right.

DR. CRAWFORD: Was there any doubt as to whether or not that was a legal function of TVA?

MR. CAMPBELL: Well, I don't know what you might term legal function. Of course, recreation is a very broad subject. I don't think there was any question that the disposition and use of lands for recreation were legally authorized under the Act.

DR. CRAWFORD: It seems to me that one of the real problems was to the people in the Valley who lost their land to TVA. What did you do for their benefit? What did you do to compensate for their loss of land?

MR. CAMPBELL: Let me give an example. Lands that were retained to serve TVA needs and other lands prior to their being found surplus and disposed of, were made available under licensing arrangements to the local people for agricultural purposes, when compatible with TVA land use requirements. In other words, an adjoining farmer might say, "Now, in order to grow more cattle, I need more land."

MR. CAMPBELL: As a general rule, bids were taken on the use of the land. We (Cont'd.)

couldn't make any long-term leases on land for agricultural purposes. So we would rent the land under licensed arrangements for a period of, say, one year. But, as a general rule, then that license was renewed from year to year. Also we would sell the forest products under selective cutting methods where there was forestry on land. In several instances we reforested some of the land that we were to hold because that helped to prevent run-off into the reservoirs, and in addition, it perpetuated the growing of forest products and would help to serve as a demonstration of good forestry practices. Some of the forest products on TVA lands were made available and auctioned, and that helped to serve the needs of the paper mills in the Valley. Studies were made by our Forestry Division in cooperation with other agencies of the forest resources in the Valley to determine whether they would be adequate to supply the forest products for the operation of those facilities. Those paper mills which located in the Valley alongside the reservoirs are extremely important economic resources in the Valley.

Recreation use had grown tremendously. I have been in retirement for a period of ten years, and I am not up to date on just how extensive the boat docks, the cabin sites, state and local parks, and various other types of recreation to serve the public have been developed along the shorelines of these lakes. But it's been very great.

DR. CRAWFORD: I have seen them on several of your lakes--Norris, Pickwick, and some of the others.

MR. CAMPBELL: Yes, the people in cities within reasonable distance, oftentimes buy these cabin sites and build summer cabins there. That means they have to have a boat. That contributed to the economy. Then if they wanted to fish

MR. CAMPBELL: it meant fishing supplies which in turn stimulated the economy.
(Cont'd.)

It just has had no end. It's just grown by leaps and bounds. Tennessee, as an example, I'm not sure if it had any state parks prior to TVA, but certainly it didn't have any on reservoirs. There are quite a number of TVA reservoirs within the state. And that's true of Alabama and true of some of the other states. Many state parks as well as county parks are established on TVA reservoirs. I hope I have shown what we endeavored in the administration of reservoir lands to put them to use to serve the public interest.

DR. CRAWFORD: Well, what about your early work in the personnel office, Mr. Campbell?

Did you work with Floyd Reeves at the time?

MR. CAMPBELL: Yes, and Gordon Clapp. Reeves and Clapp came about the same time.

Reeves was the first Personnel Director, and I believe that Clapp succeeded him.

DR. CRAWFORD: When did Floyd Reeves leave?

MR. CAMPBELL: I am unable to say.

DR. CRAWFORD: Gordon Clapp did succeed Reeves, didn't he?

MR. CAMPBELL: Yes, as I recall, he did.

DR. CRAWFORD: By that time you were no longer working in personnel?

MR. CAMPBELL: As I say, I left Personnel, I guess, in '35 or '36. I'm not sure, but I think that Reeves at that time was still the Director.

DR. CRAWFORD: How did you deal with your personnel problems? Did you try to recruit local people mainly?

MR. CAMPBELL: Not necessarily. As a general rule local people were used in the clearance of reservoirs. I think I covered or touched upon methods, etc., earlier in our interview that might serve as an answer to your question, but perhaps I should go into it again. First let me go back and say that we had examined the applications and recorded the experiences, skills, and other

MR. CAMPBELL: data and had kept them current. Now, as a department or division (Con'td.)

was created within TVA. then the need for personnel became apparent to handle the expanding duties and responsibilities, and we would get requests from those particular departments. "I need a person with 'such and such' experiences," and in most instances would submit a job description. Well, the personnel representative responsible for finding qualified personnel to meet the needs of particular departments would then review the applications and the records developed there from which would show the applicants' education, training, experience, etc., that seemed to have or nearly have the particular type of experience or skill that was needed. TVA sent out to the former employers of the applicants a form on which we requested information as to their work; how satisfactory it had been; how they got along with other employees; their views as to how the applicant would fit in; would his wife be an asset or a liability; and much other pertinent information. It has been many years since I reviews those forms. My memory of all the information sought is rather vague. I would recommend, if you haven't already, that you get one of those forms. Many employers in responding made complimentary remarks about the form and stated they thought it was unique for the purpose.

DR. CRAWFORD: Who designed that form?

MR. CAMPBELL: While I have no positive information, it is my understanding that Dr. A. E. Morgan was primarily responsible. I would guess that Dr. Reeves and perhaps Gordon Clapp participated in its development.

The Act itself provided, not just in these words, that no preference was to be given to political endorsements. That provision was interpreted to mean just what it said.

DR. CRAWFORD: Did you get a lot of requests in the meantime?

MR. CAMPBELL: In the beginning, yes. So then, going back to this expressed need for personnel within the divisions concerned, the personnel representatives handling those requests would then contact the people that the review of the records indicated were able to fill the specified requirements of a particular position. Interviews would be held by the personnel office and if the applicants were out of town they would be invited to come in for an interview. If they were local, we would contact them by phone or otherwise.

DR. CRAWFORD: Did you pay expenses for travel for any of the applicants?

MR. CAMPBELL: No. Oh, there might have been some unusual cases where that was done, but as a general rule that was not the situation.

DR. CRAWFORD: How did you get people to fill out applications? I know that was in the depression, but did you advertise? Did you depend on people finding out for themselves?

MR. CAMPBELL: As soon as possible after TVA was created, these application forms were developed. It will be remembered that our country was in the depth of the depression. Many people would make application by letter. As soon as available they were sent an application form. In the beginning, of course, many Senators and Representatives would advise TVA, "So-and-so would like to make an application. Would you send him a form??"

So we had, literally, thousands of applications filled out by the applicants on the application forms sent by TVA.

Personnel and the division concerned would then, as I say, have the interviews with these people and offer employment to the applicant who seemed best qualified. As construction of dams, power facilities, and the like were authorized, TVA would establish personnel field offices to employ workers (most of all were trades and labor) required for the construction of such facilities. In that connection I opened the TVA personnel offices in Chattanooga in 1934.

DR. CRAWFORD: Was that the first TVA office in Chattanooga?

MR. CAMPBELL: Personnel office? Yes. The initial activity at that particular time when the office was opened was to obtain the personnel required by an affiliated organization called the Electric Home and Farm Authority which was located at Chattanooga. This Electric Home and Farm Authority stimulated the wider use of electricity particularly on the farms. Wider use of electricity helped to encourage better land use. The offices were first opened in the Post Office Building in Chattanooga. Later, of course, as the needs expanded, other locations were obtained. Again, to show you the tremendous desire for employment, the halls of the Post Office were literally filled with people when I arrived, because it had been publicized through the local press, that a TVA representative was coming there on a given date to open an office. At that time we were primarily looking for a limited number of office people-- secretaries and a few accounting people. It took several days to convince these people seeking employment of that fact.

DR. CRAWFORD: What was your responsibility in regard to construction camps?

MR. CAMPBELL: To administer the operation of them. You understand this responsibility was after I had left Personnel. That included the eating facilities, dormitories, and the houses, etc. Recreation facilities were provided for employees' use during non-working hours as well as library facilities.

DR. CRAWFORD: Did it take long to build a construction camp? What did you have to do to get prepared?

MR. CAMPBELL: Oh, it didn't take long for that. We first tried to make a survey of the housing and other service facilities available within a reasonable commuting distance of the dam site. If adequate facilities to meet requirements were not available, TVA would supplement. In a number of instances the dam site was too distant from established communities. In those cases, TVA

MR. CAMPBELL: would provide facilities, including some houses to meet job needs. (Cont'd.)

It was found desirable to have houses for top supervisory people. In some instances, when within commuting distance of communities, we arranged with private parties to build additional housing required. We would rent them for a certain period of time.

DR. CRAWFORD: How were the construction camps managed? Did you have certain types of personnel for that?

MR. CAMPBELL: As the activities enlarged in the Valley and our land holdings increased, the Division of Reservoir Properties established six or seven of what we called management areas. We would put a manager and a necessary staff who would be responsible for carrying out all of the activities and responsibilities of the division within a defined geographical area. That included the operation of the housing and the eating facilities, when located within the area. We called those people Area Managers. Usually there were three or four dams and reservoirs or major projects within the assigned geographical area.

One field that we haven't touched upon yet (initially it was quite a responsibility) was the removal of families from the reservoirs. Norris Reservoir, my recollection is, had some 2,500 families that had to be re-located. We established effective working relationships with the land-grant colleges within the state in which those particular projects were located.

DR. CRAWFORD: Did Harcourt Morgan do that?

MR. CAMPBELL: Well, I wouldn't say that he did it, but developing effective working relationships with the land-grant colleges was one of his major interests. Our division would place a representative in the area and a representative of the college. They developed ways and means of working

MR. CAMPBELL: effectivly together. A final date for removal would be fixed.
(Cont'd.)

If the families required to relocate still wanted to pursue agriculture, then the representative of the college would find out the type of farm that they would like to have. Often times through the agricultural divisions or agencies that farm would be appraised--a number of farms of the type that the farmer felt he would like to have were located when possible. He may have wanted to be near a school, he wanted to be close to a church, or he wanted to raise cattle and he wanted land suitable for that pupose. What his needs were, as he expressed them, the representative of the land grant college would try to find a farm of that particular type in the location desired, have it appraised, take the person to see the land and develop a farm plan. The TVA representative would visit with those required to relocate, find out as much as possible concerning their ability to move within the time allowed, what assistance they might need, etc. He would make other visits from time to time to note progress.

DR. CRAWFORD: Were you generally successful in finding what they wanted?

MR. CAMPBELL: Oh, yes. He would often times say, "Well, I would like for my neighbor to continue to be near me after I move. We've known each other a long time." That was one of the problems that we ran into, and this was particularly true on some of our reservoirs in Alabama. There was substantial absentee ownership of the land that TVA would buy. In many cases it was being operated by tenants.

DR. CRAWFORD: In that case, which did you try to please? The owner or the tenant?

MR. CAMPBELL: Well, in relocating or endeavoring to relocate the tenant, was one of the difficulties, because frequently the man that owned the farm on which the tenant was located, if he wanted to buy another farm, often times he

MR. CAMPBELL: wasn't interested in taking the tenant along, or he might say, "Well, I don't believe that I want to invest in farm land anymore." So that presented quite a problem, but through patient effort and the cooperation with all the agencies that were interested, we would seek to find other places where these people could go.

DR. CRAWFORD: How do you think the people who were relocated felt, in general? Did they like TVA? Did they resent it afterward?

MR. CAMPBELL: Well, I think generally after they were relocated and readjusted many of the people appeared to be better off than they were back in the former location. Many of them, of course, did not wish to sell.

DR. CRAWFORD: Did they feel better off? Were they willing to adapt?

MR. CAMPBELL: I think that as time went on that was true in most instances.

DR. CRAWFORD: I know sometimes it is very hard for people to give up their home.

MR. CAMPBELL: Oh, yes, particularly when people have a lot of established relationships in their schools and churches and with neighbors and what-have-you. In some, but not many instances, the same family had to relocate a second time because he bought land in a place where another reservoir was to be built.

DR. CRAWFORD: Did you also relocate cemeteries and churches and so forth?

MR. CAMPBELL: Some other TVA division handled this. I can only state my understanding of the way it was handled. With respect to cemeteries they had a choice. Either TVA would buy land for a new cemetery and allow so much money for the removal of the grave. He could leave the grave there, or it could be relocated. That was a matter that required much careful handling.

DR. CRAWFORD: I'm sure it was. Did people generally elect to remove the graves rather than to leave them?

MR. CAMPBELL: I have no positive information on that, but I believe that the majority of them did. In most instances the land owner from whom TVA bought the land could and did remove almost everything that he could take with him from the land, such as fences.

DR. CRAWFORD: Did you allow them to cut the timber on the land?

MR. CAMPBELL: No, not the timber, generally. They did not seem much interested in that. The timber below the level of the filled reservoir, as a general rule, would be cut down and burned by the reservoir clearance crew. There may have been some timber sold during clearance of the reservoir. In closing one reservoir in North Carolina an old gentleman developed pneumonia fever, and so we had to delay the closing for several days because the doctor said that he wasn't able to be moved. He moved out by ambulance when the doctor approved. Lots of little interesting incidents of that kind developed.

DR. CRAWFORD: What did you do in regard to the construction camps for recreation and training? Did you provide any of that?

MR. CAMPBELL: As I stated earlier we provided various forms of recreation for those living in the camps during construction. After construction was over, studies would be made to determine best use or disposition of the camp facilities. I cite Fontana Dam as an example. Fontana Dam was built in a mountain area where there were few established living facilities within commuting distance. So TVA had to build quite a village there. After construction was over, it was necessary to use quite a number of people to operate the dam and power facilities. We made that village available under lease arrangements, to a non-profit organization for development, maintenance and operation as a resort. That organization was already operating a number of government facilities in Washington, such as the cafeterias and parks and things of that sort. The values of the facilities was to be paid back

MR. CAMPBELL: to TVA from operations. The houses required for TVA operating personnel were to continue for such use with TVA setting rental rates. That resort by bringing in visitors and by employing many local people has contributed much to the economy of those particular mountain counties. The facilities can accommodate a thousand people. They are over-flowing every summer.

DR. CRAWFORD: Is that Contana?

MR. CAMPBELL: Fontana. Fontana Dam Village. Some of the dormitories remained and were utilized in the operation of the resort. At the time I retired, the operating personnel of the dam and related positions continued to live in the village. But later they moved out into or near established communities where housing was or could be made available.

DR. CRAWFORD: What other services did you make available at the construction camps? Did you provide books and recreational facilities?

MR. CAMPBELL: Recreation facilities of various forms were provided and a commissary where those living in the camps could buy their needs, restaurant facilities, books, magazines, etc., were provided.

DR. CRAWFORD: Was that sort of thing unusual in construction camps of that time?

MR. CAMPBELL: I don't understand so. Housing and related facilities required was determined by the location of the project and the scope of housing and services available within nearby communities.

DR. CRAWFORD: Did you simply try to keep the workers entertained and working efficiently, or did you try any educational and training programs?

MR. CAMPBELL: There were some training programs carried on. We wanted the workers to have good food and comfortable housing and made available various forms of recreation.

DR. CRAWFORD: Did you have any person specifically in charge of that?

MR. CAMPBELL: Oh, yes. Camp Manager was his title.

DR. CRAWFORD: Do you remember who any of them were?

MR. CAMPBELL: Well, off hand I can't remember, nor where now located. We had one man who was outstanding in the recreation field, but I can't recall his name at the moment. He was ingenious in developing the various activities which the people could enjoy during their idle time. As before stated, we had library facilities. They could draw books and magazines and such from the library.

DR. CRAWFORD: Do you remember any people who worked especially in the library field?

MR. CAMPBELL: Well, no, I don't. That was, of course, primarily under field offices. I just don't remember any particular individuals.

DR. CRAWFORD: Did you have special help from any Board members in your plans for the construction camps?

MR. CAMPBELL: Dr. A. E. Morgan had long been in construction activities, and whether or not he contributed ideas or suggestions I don't know. The chief engineer, the project manager and the other divisions having responsibilities determined the needs and the construction people built them. Our division's responsibility was to operate and to maintain them.

DR. CRAWFORD: How about the cooperatives established by this money secured from the F. E. R. A.? Do you feel that they were a success?

MR. CAMPBELL: I doubt that they were a success economically. To begin with, the particular people involved were inexperienced in working in a cooperative undertaking. It was very questionable whether, under the concept that I understood, Dr. Morgan had initially, whether they could be made economically feasible.

DR. CRAWFORD: Do you feel there were any other advantages?

MR. CAMPBELL: Yes, I think probably the things that they were encouraged to grow, particularly in the mountains where the climate was fine for growing green beans and tomatoes. I think trucks from Florida and other places continued to go up into those areas and buy up beans and perhaps other products and haul them back to Florida during the period when there is a scarcity down there. I think they served a purpose. At Waynesville, North Carolina a central point was established. A cannery was built. A man experienced from Minnesota who had previously been identified with the canning industry up there was brought in.

Working with the people and the county agents he tried to develop a better understanding of the importance of quality of the products. Then these products that were canned--particularly tomatoes and beans--were marketed under a common label called Land of the Sky, I believe it was. Some of them were of top quality and were sold to markets in the surrounding area. Later after Dr. Morgan left TVA and sometime after TVA dis-associated itself from that state corporation, my understanding is that the office at Waynesville, North Carolina and some of the individual cooperatives continued for quite a while. I think Dr. Morgan continued his interest in it. I believe that fund, or the remainder of it, was administered through a small board or committee of which he was one.

There was one of the canneries in North Carolina where during the blackberry season they would can wild blackberries picked and brought in by the people. There was a demand for them. Otherwise they would go to waste. Over near Brasstown, North Carolina where there has been a kind of cooperative endeavor, particularly at the John C. Campbell folks school, the folks in and around that place were more or less familiar with cooperatives.

MR. CAMPBELL: They undertook to establish a cooperative through which to market (Cont'd.)

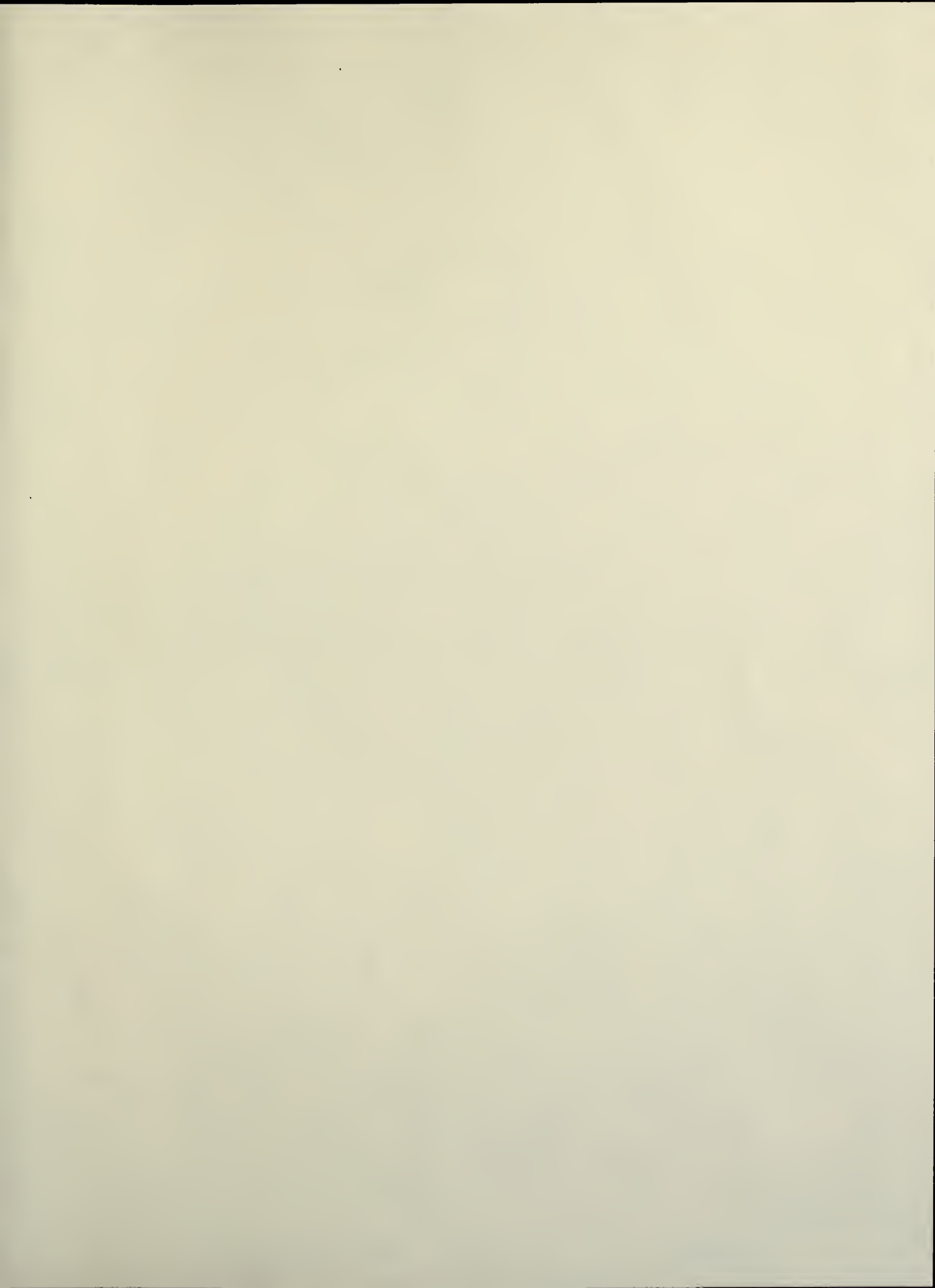
eggs. But the market for eggs fell out, and as one old gentleman said,

"They taste right hateful." I would think that probably there were some benefits that grew out of these various undertakings.

DR. CRAWFORD: Mr. Campbell, you have had a varied part in the development of TVA in the considerable period of time that you worked for it. I want to thank you.

MR. CAMPBELL: It has been a pleasure to have this discussion with you. With respect to the information I have given, I know you will understand and appreciate I have drawn it from memory. Much of it goes back to 1933--37 years ago. That fact should be taken into consideration by those who may review this record of our discussion.





HECKMAN
BINDERY INC.



AUG 88

N. MANCHESTER,
INDIANA 46962

